MULTIMEDIA UNIVERSITY

STUDENT ID NO | | | | | | | | | | |

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2016 / 2017 SESSION

DOB5018 – ORGANISATIONAL BEHAVIOUR

(For Diploma Students Only)

26 MAY 2017
3.00 PM- 5.00 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **EIGHT (8)** pages with **TWO (2)** sections.
2. For section A, shade your answers in the OMR sheet provided.
3. For section B, write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark). Answers for this section should be shaded on the OMR sheet provided.

1) Julia, Bree, and David work in different departments but often eat lunch together. They are an example of a(n) _____ group.
   A. formal
   B. informal
   C. command
   D. task

2) Which of the following stages of a five-stage group-development model characterised by a great deal of uncertainty about the group's purpose, structure, and leadership?
   A. introduction
   B. storming
   C. forming
   D. norming

3) Which term refers to a set of expected behaviour patterns attributed to someone occupying a given position in a social unit?
   A. Norms
   B. Status
   C. Role
   D. Cohesiveness

4) Which of the following terms **BEST** describes the acceptable standards of behaviour that are shared by a group's members?
   A. Norms
   B. Rules
   C. Status
   D. Traditions

5) Which of the following statements is **TRUE** regarding work team?
   A. Today, work teams are rarely used in organisations.
   B. Work teams are less flexible than traditional departments.
   C. Work teams generate positive synergy through coordinated effort.
   D. Work teams are less responsive to changing events than are traditional departments.

6) _____ results in a level of performance that is greater than the sum of the individual inputs.
   A. Synergy
   B. Positive affect
   C. Emotional labour
   D. Cognitive dissonance

Continued...

7) Teams differ from groups because _____.
   A. teams have no limits on the number of members, while groups have a restricted membership
   B. members of teams work independently of each other, while those in groups show greater dependence on each other
   C. members of teams work toward individual goals that may or may not be related, while groups have a common goal
   D. members of teams have a specific task-related purpose, while groups do not

8) _____ teams are an effective way to allow people from diverse areas within an organisation to exchange information, develop new ideas and solve problems, and coordinate complex projects.
   A. Self-managed
   B. Problem-solving
   C. Cross-functional
   D. Task

9) Which of the following statement is **TRUE** regarding an informal communication channel?
   A. It traditionally follows the authority chain within the organisation.
   B. It generally transmits messages related to the professional activities of members.
   C. It is established by the organisation.
   D. It is generally used for communicating personal or social messages.

10) Group leaders and managers communicating with employees to assign goals and to provide job instructions is an example of a(n) _____ communication.
   A. downward
   B. lateral
   C. upward
   D. grapevine

11) An informal communication network in an organisation is typically called the _____.
   A. wheel network
   B. grapevine
   C. chain network
   D. contextual system

12) Communication messages that are passed through many people will **MOST** likely suffer from which of the following?
   A. Selective perception
   B. Distortion
   C. Lack of non-verbal cues
   D. Information overload

Continued...

13) Emotional Intelligence (EI) is critical to effective leadership because one of its core components is _____.
A. conscientiousness
B. empathy
C. optimism
D. introversion

14) A leader high in initiating structure is most likely to _____.
A. emphasize meeting deadlines
B. yell at people in meetings
C. allow workers to define their own standards of performance
D. Both A and B

15) According to research, which of the Big Five personality traits is the **MOST** important in effective leaders?
A. Conscientiousness.
B. Openness.
C. Extraversion.
D. Agreeableness.

16) Kimberley is a manager at a large company. He tends to assign group members to particular tasks, expects workers to maintain definite standards of performance, and emphasizes the meeting of deadlines. In the light of the Ohio State Studies, this indicates that Kimberley defined as a leader with _____.
A. high in consideration
B. relationship oriented
C. employee oriented
D. high in initiating structure

17) Within organisations, leaders are needed to _____ and managers are needed to _____.
A. oversee the manager; execute the leaders ideas
B. challenge the status quo; create visions of the future
C. formulate detailed plans; create efficient organisational structures
D. inspire organisational members; oversee day-to-day operations

18) Leadership focuses on the _____.
A. importance of lateral and upward influence patterns
B. elimination of dependency in relationships
C. downward influence of a leader on his or her followers
D. ways to increase a leader's following

19) _____ occurs when people within organisations use whatever influence they can to stain the facts to support their goals and interests.
A. Legitimate political behaviour
B. Politicking
C. Illegitimate political behaviour
D. Sabotage

Continued...

20) Individuals from individualist countries tend to see power as a means to _____ while those from collectivist counties tend to see power as a means to _____.
A. advance their personal ends; helping others
B. advance their personal ends; gain advantage over others
C. gain advantage over others; advance their personal ends
D. help others; advance their personal ends

21) Power tactics are defined as _____.
A. approaches for influencing goal setting
B. techniques for translating power bases into specific action
C. strategies for gathering and maintaining support
D. characteristics of organisational structure

22) _____ is defined as a process that begins when one party perceives another party has or is about to negatively affect something the first party cares about.
A. Problem solving
B. Assessment
C. Conflict
D. Negotiation

23) According to the traditional view of conflict, conflict is _____.
A. harmful
B. natural
C. necessary
D. healthy

24) According to the interactionist's perspective, a group that functions without conflict is _____.
A. dysfunctional
B. static and apathetic
C. responsive to the need for change and innovation
D. the most productive

25) According to the interactionist view, _____ conflicts support the goals of the group and improve its performance.
A. formal
B. informal
C. functional
D. dysfunctional

26) With reference to the interactionist view of conflict, conflict that relates to the content and goals of work is called _____ conflict.
A. job
B. task
C. relationship
D. process

Continued...

27) Organisations are increasingly adjusting their processes and positioning their products as environment friendly and sustainable in order to increase their appeal to consumers. This is a response to changes in _____.
A. demographic trends
B. social trends
C. cultural trends
D. legal requirements

28) Consumers now meet and share information in chat rooms and blogs. This is an example of changes in the _____.
A. competition
B. nature of the workforce
C. social trends
D. legal requirements

29) Which of the following is an example of a source of individual resistance?
A. Limited focus of change
B. Product orientation
C. Fear of the unknown
D. Structural idleness

30) Which of the following tactics for overcoming resistance to change is **MOST** likely to be beneficial when employees' fear and anxiety are high?
A. education
B. building support and commitment
C. participation
D. implementing changes fairly

[TOTAL 30 MARKS]

Continued...

SECTION B: STRUCTURED QUESTIONS [70 Marks].

Answer ALL questions. Answers should be written on the answer booklet provided.

QUESTION 1

TOYOTA'S TEAM CULTURE

Many companies proudly promote their team culture. At Toyota, the promotion seems sincere.

Team work is one of Toyota's core values, along with trust, continuous improvement, long-term thinking, standardisation, innovation, and problem solving. The firm's value statement says the following: "To ensure the success of our company, each team member has the responsibility to work together, and communicate honestly, share ideas, and ensure team member understanding."

So how does Toyota's culture reflect its emphasis on teamwork?

First, although individualism is a prominent value in Western culture, it is deemphasized at Toyota. In its place is an emphasis on systems, in which people and products are seen as intertwined value streams and people are trained to be problem solvers so as to make the product system leaner and better.

Second, before hiring, Toyota tests candidates to ensure they are not only competent and technically skilled but also oriented toward teamwork – able to trust their team, be comfortable solving problems collaboratively, and motivated to achieve collective outcomes.

Third, and not surprisingly, Toyota structures its work around teams. Every Toyota employee knows the adage "All of us are smarter than any of us". Teams are used not only in the production process but also at every level and in every function: in sales and marketing, in finance, in engineering, in design, and at the executive level.

Fourth, Toyota considers the team to be the power center of the organisation. The leader serves the team, not the other way around. When asked whether he would feature himself in advertisements the way other automakers had (most famously, "Dr. Z," Daimler's CEO Dieter Zetsche), Toyota USA's CEO, Yuki Funo, said, "No. We want to show everybody in the company. The heroes. Not one single person".

Source: Adapted from Organisational Behaviour(2011)

a) Differentiate between "work group" and "work team" by giving one example for each.

(1 mark)

b) Based on the article above, what is the main contribution towards Toyota's success? Give example to support your answer.

(3 marks)

Continued...

c) Apart from your answer in Question 2, identify the other **FIVE (5)** essential values that have made Toyota succeeded.

(5 marks)

d) Based on the article, what are the other ways does Toyota used to emphasize on teamwork?

(4 marks)

e) If you will be given a chance to work in Toyota, do you think you would be comfortable working in Toyota's culture? Justify your answer.

(2 marks)

[Total: 15 marks]

QUESTION 2

a) Describe **THREE (3)** sources of conflict.

(6 marks)

b) Outline **FIVE (5)** steps in negotiation process.

(5 marks)

c) Explain **FOUR (4)** tactics in overcoming resistance to change.

(8 marks)

[Total: 19 marks]

QUESTION 3

a) Explain those **SEVEN (7)** elements in the communication process.

(14 marks)

b) Define *"Social Loafing"*.

(0.5marks)

c) List out the Group Development Stages.

(2.5 marks)

[Total: 17 marks

Continued...

QUESTION 4

a) Explain **TWO (2)** categories of leadership behaviour, developed by University of Michigan Studies.

(4 marks)

b) What are the **FOUR (4)** key characteristics needed as a charismatic leader?

(4 marks)

c) Describe **TWO (2)** Personal Bases of power. Give one example for each.

(4 marks)

d) Identify **SEVEN (7)** Influence Tactics that can be used by managers to make others follow the instructions.

(7 marks)

[Total: 19 marks]

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